

CITY OF DALLAS, TEXAS



ASSISTANT
CITY MANAGER



THE COMMUNITY

Dallas, Texas, population 1.2 million, is the eighth largest city in the U.S. and forms the heart of the largest metropolitan area in north central Texas, often referred to as the "Metroplex." The Metroplex, a 12-county area encompassing more than 120 cities, is anchored by the City of Dallas in the east and Fort Worth on the west. Geographically, the Metroplex sits at the edge of the Texas Plains on the west and the Piney Woods on the east. Lying 200 miles north of the Gulf of Mexico, it is a land of low hills rising to more than 1,200 feet above sea level. The Dallas community of today is world-class with a diverse population located on a total land area of 384 square miles.

The City of Dallas is served by an excellent ground-based and air-based transportation network that feeds regional economic activities. DFW International Airport, a shared facility of the cities of Dallas and Ft. Worth, is one of the nation's busiest, handling more than 60 million passengers, and is served by all major national and international airlines. Love Field also serves the Metroplex with scheduled passenger services as well as corporate flight services. Ground transportation is framed by the Metroplex's freeway system, which provides numerous east-west and north-south corridors. Since the City is the hub of business in North Central Texas, many major highways intersect within the City, providing direct routes to other major Texas population centers. Dallas Area Rapid Transit (DART) provides public transportation around Dallas and 12 suburbs, operating light rail and commuter rail services, as well as buses and vans.

CITY GOVERNMENT

For many years Dallas has been recognized as a national model for effective professional management of a large and complex city organization. The City operates under the council-manager form of government. Since 1931 the City's legislative policy was determined by a seven-member City Council and Mayor elected at large, with a professional City Manager implementing policy. In 1991 the City Council grew to 14 Council Members elected from single-member districts and a Mayor elected at large. The Mayor is elected for four years and is limited to two consecutive terms. Council Members are elected for two-year terms and can serve up to four consecutive terms. The council-manager government combines citizen input—through elected Council Members—with the training and experience of a career City Manager, a public management professional, who implements policies set by the Council and is responsible for direction of the day-to-day affairs of the City.

The City Manager oversees City operations with an executive team of Assistant City Managers, each of whom has oversight responsibility for various City departments. Departmental operations and services are under the day-to-day supervision of professionally-trained Department Heads. The City of Dallas is a self-sufficient, full-service City with a \$2.7 billion annual budget and an employee workforce of approximately 12,500 FTE.

THE ASSISTANT CITY MANAGER

The new Assistant City Manager will serve as a member of the City's Executive Management Team, and is one of five Assistant City Managers working closely with the City Manager in overseeing the daily operations of the city organization. The Assistant City Manager oversees multiple departments through subordinate department directors in achieving the performance objectives outlined by the City Manager. The Assistant City Manager is responsible for ensuring compliance with operating and capital budgets, and as a member of the Executive Team shares responsibility for developing and interpreting policy guidelines and represents the City before various professional, citizen and business groups to educate and promote City initiatives.

CITY INITIATIVES

In addition to becoming quickly acclimated with the City of Dallas organization, the new Assistant City Manager will be expected to support the success of several overarching initiatives that are core to the City's future including:

Trinity River Project

This public works and economic development venture along the Trinity River will stimulate new urban development to include stunning waterfront condominiums, beautiful townhouses, office towers, and a variety of sidewalk cafes and shops, along with improving traffic flow and relieving downtown congestion. Signature bridges designed by internationally acclaimed Santiago Calatrava will reconnect north and south Dallas and will ultimately become the landmarks of 21st century Dallas.

Public Safety

The City places a high emphasis on Public Safety initiatives. In FY06-07 the City Council authorized adding 200 new officers to the Police force with a goal of adding a total of 600 new officers over three fiscal years. This increase in staffing has resulted in decreased crime rates. The City has also maintained Fire Department staffing levels and continues on an aggressive fire apparatus replacement plan. These public safety initiatives are supplemented by an increase in Code Enforcement staffing that, working in conjunction with the Police Department, identifies and remediates criminal activity.





Customer Service

The Strategic Customer Services (SCS) program was created by City Manager Mary Suhm in 2005 as part of her customer service initiative to improve city services by focusing on quality customer service, both internally and externally. Major elements of SCS include:

- **Service Area Coordination Team** – focusing on the unique needs of the communities within each of six services areas in the City by serving as a liaison for service management and community outreach; providing awareness of programs and city services; advocating for the communities.
- **Quality Assurance/Customer Feedback Team** – implements and evaluates customer feedback in addition to conducting internal quality reviews related to 3-1-1 service requests. This team includes a Mystery Shopper Program that evaluates customer service levels.
- **3-1-1 Configuration Team** – maintains the 3-1-1 System and serves as liaison between the 3-1-1 Call Center and City Departments; performs application testing and provides training on newly released features and updates.
- **Performance Measures** – developed and measured throughout the year to objectively gauge the degree of success of city services in relation to the goals and planned activities of each department.
- **Benchmarking and Citizen Surveying** – a citywide survey is sent out annually to assess how citizens view the City's customer service levels. This information is used to develop strategic objectives moving forward.

The SCS program has proven successful based on results of the annual survey. In 2005, 57% of respondents rated their customer service experience with city employees as good or excellent, compared with a 75% positive response rate in 2009.

Green Initiatives

The City of Dallas is committed to leaving the world in better shape and with a brighter future by being environmentally aware and sensitive. This is being accomplished through the implementation of an Environmental Management System (EMS). Through EMS, The City is able to streamline operations, improve compliance with regulations, and increase efficiency through better practices. As a result, the City's environmental impact continues to shrink as smarter and better methods are utilized every day. Green Dallas...building a greener city!

**Additional information can be
obtained at the City's web site:**

**www.dallascityhall.com and at the Greater Dallas
Chamber of Commerce web site: www.gdc.org.**

THE IDEAL CANDIDATE

The new Assistant City Manager will join a senior management team responsible for one of the nation's most admired cities with a tradition of quality public service, innovative solutions to city problems, and a track record of accomplishment. These traditions call for a seasoned and talented executive who seeks to bring his/her expertise in local government to an experienced team of public servants. Specific qualifications are as follows:

Experience and Education

Candidates must have a Bachelor's degree and ten (10) years of executive level management experience, ideally in a medium to large-scale municipality. A Master's degree in business administration, public administration, or a related field is highly desirable. A background in engineering is desired. Qualified candidates will have experience serving in a council-manager form of government.

Leadership Characteristics

- Visionary and inspiring leader with a commitment to serving diverse, complex, urban communities
- A professional with a collaborative spirit who works well in a team environment
- A relationship builder who is comfortable working across all areas of the organization and the community
- An effective delegator of responsibilities with the demonstrated ability to empower and motivate others
- Has the ability to establish credibility and trust skillfully and quickly among stakeholders
- Embraces the City's efforts to provide exceptional customer service for both internal and external customers
- An effective communicator, listener, negotiator, and consensus builder; is personable, outgoing, and naturally engaging
- Demonstrates the ability and desire to work with diverse groups of stakeholders
- Exercises a fair and equitable approach in dealing with City Council, staff, and citizens
- Someone who will develop a strong identification with the community, its citizenry, and its unique characteristics

Competencies and Personal Attributes

In addition to the experience, education, and leadership skills described above, the personal characteristics of the ideal candidate consist of the following:





- A well-rounded executive with a breadth of expertise in multiple areas of municipal government, and who ideally possesses knowledge/experience in engineering
- An experienced professional who is extremely action and results-oriented and functions well in a fast-paced environment
- Displays an evident passion for good government and quality public services
- Culturally sensitive with a deep appreciation for diversity
- A confident and courageous professional who displays sound judgment and strong character and uncompromising integrity
- A quick study who can timely engender a level of trust and credibility in an organization of high expectations
- Is energized by large scale challenges, opportunities, and accomplishments
- A creative problem solver who takes initiative, anticipates problems, develops innovative solutions, and provides recommendations; follows the directive once a decision is made
- Resilient and calm under pressure; displays a good sense of humor
- Is comfortable working with elected officials; is politically astute and aware, yet remains apolitical

COMPENSATION AND BENEFITS

The starting salary range for the Assistant City Manager is from **\$150,000 - \$170,000**. The actual starting salary will be dependent on the education and experience of the successful candidate.

The City of Dallas offers an attractive benefits package that includes:

Health Benefits – The City of Dallas offers health benefits packages that begin on the first day of employment. The plan, administered by United Healthcare, currently includes Preferred Provider Organization (PPO) and Health Reimbursement Account (HRA) options.

Life Insurance and Optional Benefits – The City of Dallas provides \$50,000 of life insurance, with the option to purchase additional coverage for the employee and dependents. Additionally, the City of Dallas offers: Accidental Death & Dismemberment, Dental Care, Vision Care, Pre-paid Legal Services and Long-Term Care.

Deferred Compensation and Retirement Fund – There are two (2) deferred compensation plans: a 401K and a 457 plan. Both plans are administered by Fidelity. The City of Dallas also has its own defined benefit retirement fund to which both the employee and the City contribute. The employee's contribution is 8.4% with a City match of 14.31% of salary. The City of Dallas does not participate in Social Security.

Holidays – The City of Dallas offers nine paid holidays per year.

Vacation and Sick Leave – Length of service determines vacation days earned. For the first five years, employees earn 13 days per year. For years 5-9, employees earn 15 days per year. Employees earn 12 days of sick leave per year.

Moving Expenses – The City of Dallas covers the cost of temporary housing and moving expenses for executives who relocate.

APPLICATION PROCESS AND RECRUITMENT SCHEDULE

This position is open until filled. The first review of resumes will begin **Friday, February 5, 2010**. To be considered, please submit a cover letter, list of four work-related references, indication of current salary, and a resume that reflects size (staff, budget) and scope of current/most recent organization and responsibilities. For additional information regarding this opportunity, contact:



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Following the initial review of resumes, candidates with the most relevant qualifications will be given interviews by the consultants. Those individuals determined to be best suited for the City of Dallas will be invited to a formal assessment process in Dallas shortly thereafter. An appointment is anticipated by April, upon the completion of reference and background checks.

Please note: Under the Texas Public Information Act, information from your resume may be subject to release to the public.

